THE Maple Leaf

LA Feuille d'érable

October 2015, Volume 18, Number 9

Keeping the Defence Team informed

Français au verso

REMEMBERING THE 75TH ANNIVERSARY OF THE BATTLE OF BRITAIN

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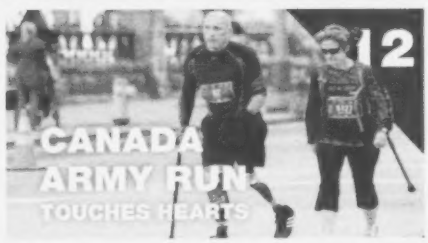

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CYBER SECURITY
A SHARED RESPONSIBILITY

A message from the Defence Chief Information Officer and the Director General Defence Security

Did you pay attention this past summer when hackers leaked the identities of 32 million users from the notorious match-making website 'Ashley Madison'? Hackers threatened to release personal information from customer records, including financial transactions, addresses, and explicit photographs.

Did you follow the news earlier this year when a group claiming to represent Islamic State militants published a list of names and personal addresses of 100 US military personnel, information that was allegedly gathered from the public domain?

The lessons from these scenarios are undeniable: Cyber threats lurk everywhere, ready to attack our digital identities, even when we believe we are secure. What's more, the cyber world does not discriminate between our professional and personal lives. These intersect to create one digital identity, which can be pieced together by assembling the mosaic of personal and professional information.

Internet databanks are only increasing as more Canadians embrace the convenience of the digital world. According to Statistics Canada, 83 per cent of Canadian households had access to the Internet at home in 2012. Similarly, by March 2014, 84 per cent of Canadian tax returns had been filed electronically, indicating that Canadians are feeling secure about using digital tools to share personal information.

As the amount of personal data stored on the Internet grows, so does the risk that this mosaic of data will be used for malicious activity. And yet, many people take risks online: by opening email from an unknown source, not protecting personal information stored on a computer, or sharing personal information without considering the risks.

October is Cyber Security Awareness Month. It is a timely reminder for all of us to evaluate the safety of our online activities, get informed about the real security risks in the digital world, and adopt safe electronic practices – at work, and at home.

At work, the DND/CAF information holdings, networks, and IT assets are protected by layered defences. However, it is not only up to the technical experts; every member of the Defence Team has a role to play. Take this opportunity to review your responsibilities and adhere to the IT security practices in your work area.

At home, you can help protect yourself by ensuring you have the latest anti-virus software, using firewalls, and being careful about the information you share on social media platforms.

Adopting safe cyber practices protects our Defence information holdings, our military capabilities, our collective physical security as Defence Team members, our personal security and, ultimately, our ability to defend Canadians.

Take the time this October, during Cyber Security Awareness Month, to review your online safety practices. Cyber security matters to everyone, every day.

BGen Louis Meloche, Director General Defence Security

Len Bastien, ADM (Information Management) / Defence Chief Information Officer

EXHIBIT showcases parallel of past and present military conflicts

The end of Canadian Armed Forces' operations in Afghanistan, in March 2014, sparked an idea within the CF Combat Camera (CFCC) team: to capture the parallels between the Afghanistan mission and the Canadian military's extraordinary undertakings a century earlier.

To commemorate the First World War, the CFCC team wanted to do something special. So they worked at choosing 24 photographs to create a "Parallel" exhibit. These photos present the striking comparisons between imagery taken by CAF members during the First World War and those pictures taken during a decade of CAF's mission in Afghanistan. This exhibit acknowledges the service and professionalism of the men and women of the CAF throughout the century.

> *"This exhibit takes the audience into the heart of these two significant periods of history."*
>
> – Capt Chris Daniel

USING IMAGES TO DRAW PARALLEL

CFCC requested First World War photos from the Canadian War Museum showing the troops' daily lives during the war. Then the CFCC Production and Distribution team, matched those images with photos taken during the decade of Afghanistan mission to present comparisons between those first images recorded in the trenches a 100 years ago, and those photos taken in conflict during the 21st century.

"While this was an important undertaking, the project presented a challenge for the team," said Captain Chris Daniel, Combat Camera distribution and production officer. "Due to their current operations-focussed mandate, as well as the fact that the current organization has only existed since mid-1990."

BEING A DIRECT LINK

CFCC has been capturing images of CAF operations since 1990, deploying at a moment's notice to transmit and distribute high quality imagery of our CAF members. They are also a direct link from the front line to the front page for many news agencies.

The Canadian Forces Combat Camera Exhibit.

"Parallel takes you into the heart of two significant periods in Canadian history and pays tribute to all service members both past and present," said Ellison Stewart, Assistant Deputy Minister (Public Affairs).

"This exhibit takes the audience into the heart of these two significant periods of history and presents an opportunity to have a glimpse into the lives of our troops both past and present; it gives people an opportunity to remember them," said Capt Daniel.

The "Parallel" exhibit will be on display at NDHQ throughout the month of October. Plans are underway for this exhibit to travel across the country. Bases and wings interested in hosting the exhibit can contact Capt Daniel at 819-939-9440 or email at christopher.daniel@forces.gc.ca. ◆

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COVER:

Canadian Forces Snowbirds CT-114 Tutors fly the "Missing Man" formation over Parliament Hill marking the 75th anniversary of the Battle of Britain. In the foreground is a replica of a Second World War Supermarine Spitfire, one of the principle fighter aircraft flown by the allied forces during the Battle of Britain.

Photo: Andrew Cline

DEFENCE'S IT GURU ON CYBER SECURITY AWARENESS

We recently sat down with Len Bastien, Assistant Deputy Minister (Information Management), to discuss his role as Chief Information Officer (CIO) and "IT guru" for Defence, as well as some of the capabilities the IM group delivers.

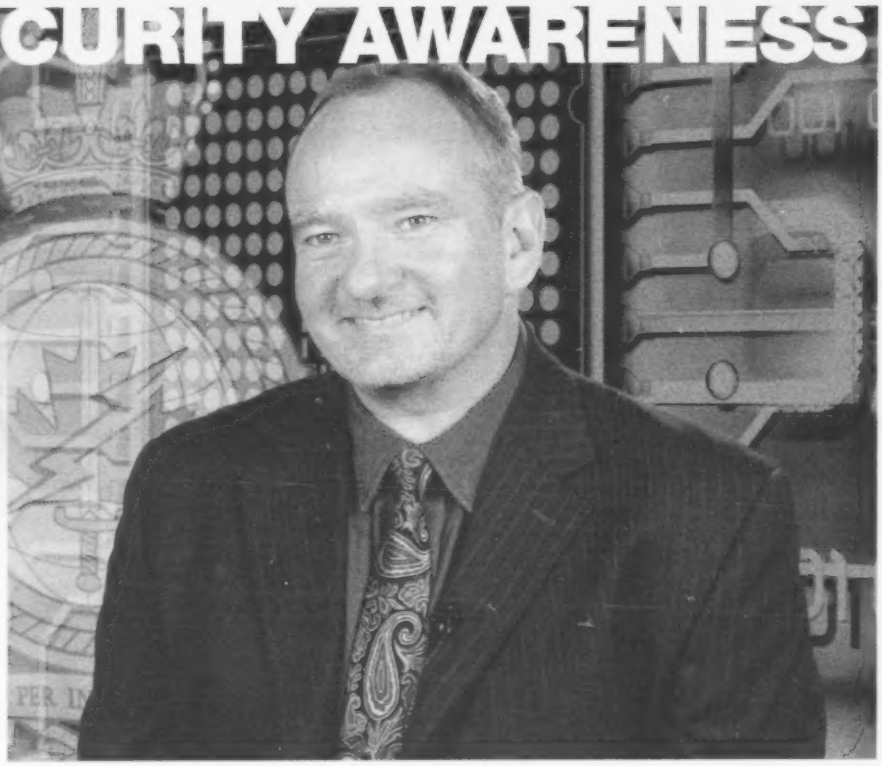


PHOTO: MATIK ATAM

Q: WHAT ARE THE RESPONSIBILITIES THAT FALL WITHIN ADM(IM)?

A: The ADM(IM) Group is a large, integrated military-civilian team. What's interesting is we have two corporate roles. As the CIO, I'm the head of IT for the department, so I make sure that we're doing the right things at the right time in the IM/IT space. We also provide to the command structure of the Chief of the Defence staff, the joint six (J6) function. This means on the military side, we've got to make sure that they have the right IM/IT capabilities when they deploy and go out the door for mission or exercises.

So, it's not a traditional IT job by any means. Our allies look at us as a formidable part of the team when we deploy into coalition exercises and mission space. So, I'm really quite proud of what the group can do. We do deliver basic IT services and we represent the services now covered by Shared Services Canada (SSC), but we also play in the game of space, communications and satellite military communication, so we can support the mission and success in operations.

Q: CAN YOU DESCRIBE YOUR ROLE OVERSEEING THE IM/IT PROGRAM?

A: The IM/IT program at National Defence is a decentralized model. What that means is the CIO doesn't necessarily own all the IT services or assets being delivered nationally. We depend heavily on our service provider colleagues in the Army, Navy, Air Force and others to deliver the services within the IM/IT program regionally. So, making sure that the bases, wings and garrisons have the capabilities they need, is often times a local service provider function.

As the national service provider, we deliver the enterprise services out of Ottawa. There are over 100,000 users at National Defence and it takes that coordinated effort from the CIO, and his partners in the IT space, to make sure that we're delivering that service efficiently and effectively. These are very important services, these make sure people get paid and they get their leave approved, and that the department can do its business, so we take that job very seriously.

The challenge of being decentralized is really that not much of a challenge as long as we stay coordinated with our colleagues in these other groups. In government we're a significant size, and there's no other department of that grandeur, so it becomes a challenge, but it's also one we take on with a lot of spirit.

Q: WHAT ARE SOME OF THE CHANGES TAKING PLACE IN IM/IT?

A: IM/IT is constantly evolving and a lot of this stuff is happening in the background. The government remains committed to deficit reduction and has set on a path where we're looking at IT as an enterprise across the entire government. So with that was the creation of SSC. It's an institution that was created in order to make sure we consolidate some of the commodity IT and deliver it in an effective way. We've recently moved a lot of assets and people to SSC, so we're really busy making sure they're successful. But, they're not the only game in town.

We've also been working closely with our HR colleagues and some of the efforts by the government to consolidate pay in Miramichi, New Brunswick. What a lot of people don't know is that 6,000 of our folks are already getting paid out of Miramichi and by Christmas, plausibly the rest of us. We work closely to make sure that these things happen transparently and the users don't feel it and they don't get affected.

The other big thing we're involved in is the move to the Carling Campus. There are about 8,500 folks in the National Capital Region that will be moving to the Carling Campus in the coming years. This will be the new Defence Headquarters in Ottawa. It's a wide-open space, lots of light, lots of green space outside to appreciate. It really is going to be a good experience. We'd also like to make sure the IM/IT experience is equally as positive, so we're working closely with our colleagues at SSC in the background to make sure we have the right IT capabilities when we go in the front door. I'm hoping that we'll see all kinds of new technologies and an evolution in the way we do business when we get to Carling in a couple years. This brings a terrific opportunity for us to look at how we are delivering the business, especially in the information management and technology world.

Another very important file that we're involved in is the evolution of the cyber environment. It's a non-traditional environment; it's not land, air, or water, but it is a very real problem on a global scale, where cyber activity is increasing every day. National Defence has a responsibility to defend its networks and support the mission, but we also are part of the government program to deal with cyber. We currently have a considerable amount of assets and cyber warriors ready to go. We're going to grow and evolve our current design and architectures to encompass more cyber capabilities in the coming years. I think cyber will be the next big environment.

Q: HOW CAN MEMBERS OF THE DEFENCE TEAM CONTRIBUTE TO EFFECTIVE IM/IT?

A: Members of the Defence Team can contribute really in three ways: be innovative, be proactive, and be aware. And here's what I mean. Being innovative is an opportunity, given the Blueprint 2020 efforts by the government, to bring forward good ideas. Crowd sourcing has become a way of developing and evolving capabilities, not only on the internet, but in much of the government. So anything we can do to reduce red tape and cut administrative overhead, we really should be looking at innovative ways to change the way we do our business.

On the proactive side, we want users to be aware of what's available to them. We put a lot of services out there and we make them available. But again it's up to the users to become informed and trained on how to use those tools. So I would encourage folks to visit our intranet site, look at what capabilities and services are available to them, and take advantage of them.

Finally on the awareness front, I think our people are our biggest asset when it comes to protecting our networks. As much as we do in the background, the users can help us make sure we keep the system safe and secure. You know, as your CIO or IT guru for Defence, I feel it's my responsibility to inform people and make them very aware of what the risks are in cyberspace.

And don't forget, October is Cyber Security Awareness Month and a good time to review your cyber security practices, both at work and at home.

Q: HOW VULNERABLE IS THE INSTITUTION FROM PEOPLE MAKING MISTAKES AT HOME?

A: In the defence space, social profiling is a concern we have involving our military men and women. So we try to encourage their behaviour on social media to be a little bit more reserved with that in mind. If you can imagine the amount of information that's available on the Internet today, that mosaic of data can be pulled together to create otherwise benign information into very critical information that can become a threat or a risk to people.

This is my challenge to people. Go find a buddy in the department who you're not currently friends with on any of your social media accounts and ask them to Google you. I think you'd be a little bit uncomfortable with the amount of information most people are letting go without checking. And that creates an environment where information can be used against us.

To view the video portion of the interview, visit the Defence Team site at **intranet.mil.ca**

THE START TO MILITARY TRAINING MISSION IN THE UKRAINE

Ukrainian and Canadian military personnel stood together on parade in two separate locations in Ukraine during dual ceremonies marking the opening of Canada's military training mission to Ukraine on September 14.

At the International Peacekeeping and Security Centre in Starychi, Ukraine, the Commanding Officer of the International Peacekeeping and Security Centre, Colonel Ihor Slisarchuk, presided over the parade which included more than 200 Ukrainian and CAF personnel.

Military Partnership

During this parade, the Commander of the Canadian Task Force, Lieutenant-Colonel Jason Guiney, spoke about the ongoing military partnership between the two countries and how lessons learned will be exchanged between both Canadian and Ukrainian military personnel in the coming months.

"Over the past few months, the Canadian Armed Forces has received outstanding support and warm hospitality from our Ukrainian military hosts. We look forward to training together and passing on our knowledge and our experience to our Ukrainian comrades in arms," said LCol Guiney.

Meanwhile, at a small ceremony in Kamyanets-Podilsky at the Ukrainian Ministry of Defence Demining Centre, Canadian Major Matt Littlechild along with the Ukrainian Commander Col Rodikov, marked the start of training as Canadian and Ukrainian military personnel work on basic and advanced engineering skills ranging from tasks such as obstacle clearances to work on defeating improvised explosive devices (IED).

CAF Share Knowledge

In addition to the tactical training that Canada will offer in Starychi and the engineering expertise CAF personnel will share in Kamyanets-Podilsky, Canada's military training mission in Ukraine will offer training in the fields of military police, flight safety, military first aid, and logistics.

Members of the CAF Theatre Activation Team construct a new dining facility at the International Peacekeeping and Security Centre in Yavoriv, Ukraine.

Although Operation UNIFIER is not Canada's first military partnership with Ukraine it stands to be the most enduring and impactful military engagement between the two countries since Ukraine claimed independence.

The beginning of this training mission marks the continuation of Canadian and Ukrainian military co-operation. Canada has been a long-time friend of Ukraine with both militaries having worked closely together over the past 20 years. ♣

OPERATION QIMMIQ

QIMMIQ is the ongoing year-round surveillance and presence operation conducted by Joint Task Force (North) in Canada's Arctic. It primarily includes 1st Canadian Ranger Patrol Group patrols, CP-140 Aurora patrols, and an annual deployment of the RCN.

LS Lucas Tomes, a marine systems engineering operator onboard HMCS *Moncton*, tests different motors while on watch in the machinery control room.

HMCS *Moncton* sits at anchor in Pond Inlet, Nunavut during Op QIMMIQ.

PHOTOS: Cpl Felicia Ogunniyi

SAREX 2105 wraps up another successful year

The annual National Search and Rescue Exercise (SAREX), hosted by 442 Transport and Rescue Squadron, wrapped up in Comox, B.C. on September 19.

Other partners in this year's exercise were 14 Wing Greenwood, Canadian Coast Guard, United States Coast Guard, RCMP, Civil Air Search and Rescue Association (CASARA), Royal Canadian Marine SAR (RCM SAR), Comox Valley GSAR and the Comox Fire Department.

The main goal of SAREX 2015 was to enhance the operational effectiveness of SAR units through joint training and standardization of practices. SAREX enables the SAR community to evaluate procedures and refine the highly skilled capabilities of SAR responders in the interest of public safety in the region, nationally and internationally.

The deployment of a Survival Kit Air Droppable (SKAD) from a CP-140 Aurora (407 LRP Sqn) was an interesting and rare addition to the exercise. The kit, contained in a torpedo-sized cylinder, was dropped from the bomb bay of the aircraft and immediately began to self-deploy two life rafts which descended on target with the assistance of parachutes. The deployment of the SKAD integrated a developing capability to the exercise and represented a milestone for the project. ◆

PHOTOS: Cpl Ian Thompson

SAR Tech MCpl Ashley Barker, with 413 Squadron, 14 Wing Greenwood, attends to the injuries of a casualty during a medical event as part of SAREX 15.

SAR Tech from 413 Squadron, 14 Wing Greenwood, provide medical care to a casualty while exercise evaluators keep watch during a medical event.

Field Operational Support training at CFB Suffield

When someone talks about military bases, many people immediately conjure images of soldiers, tanks, and guns. Intentionally setting fires certainly isn't one of those images.

The Field Operational Support (FOS) crew at CFB Suffield were busy this summer conducting these controlled burns in the Range Training Area (RTA). The crew lit a small, wood covered area on fire, then proceeded to extinguish it. The purpose of the exercise was twofold: to train new personnel on firefighting skills in a controlled environment, to help Range Sustainability Section (RSS) mitigate the spread of weeds.

Employed under Range Control, the FOS crews are responsible for a wide variety of tasks. They monitor and patrol the RTA, support the annual elk herd reduction program, and oversee those permitted to access the Suffield National Wildlife Area. They are in charge of operating and maintaining the field fire stations and equipment, and respond to grass fires that occur during live-fire training exercises held at the base. FOS personnel also support other branches and departments at CFB Suffield in conducting activities in the RTA, particularly the RSS. Using the controlled burn to address the spread of weeds demonstrates the symbiotic relationship between military training and environmental stewardship.

The firefighting capabilities of the FOS crew — a small (typically 10-12 person) unit — plays a significant role in sustaining the RTA for current and future military training. The importance of teambuilding was evident during the controlled burn as, the incoming and current members devoted themselves to the orientation and training.

The FOS crew take turns occupying the two field fire stations in the RTA – Davies Corners and Lazy D living at the respective camps for approximately four days at a time in order to provide a rapid response to fires and necessary support for other range activities across the vast expanse of the training area.

CFB Suffield is the largest military training area in Canada, covering approximately 2,658 km², and Canadian military training is not its principal focus. Rather, its mission is to provide a world class, sustainable range and training area enabling the CAF, Defence Research and Development Canada (DRDC) – Suffield research centre, British Army Training Unit Suffield, and other potential users to achieve their mandates. Consequently, the primary role of the military and civilian staff at CFB Suffield is to support the activities of the base's lodger units and primary users. ◆

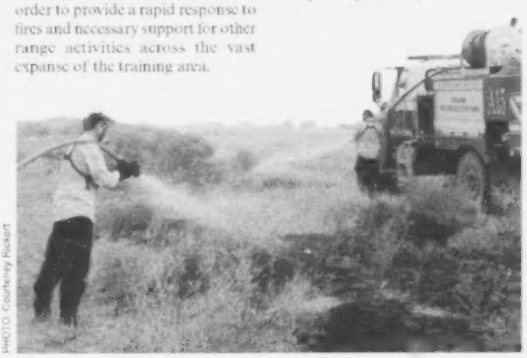


PHOTO: Courtesy Rickett

Members of the Field Operational Support crew practice extinguishing the controlled grass fire.

CAF PARTICIPATES IN LARGE MULTI-NATIONAL EXERCISE

"It is an excellent way to practice Crisis Action Planning at the operational level."

– LCol John Woodgate, Canadian Contingent Commander

Energetic discussion from working groups, briefings, and translator-assisted conversations in multiple languages characterized the daily activity at the Combined Forces Land Component Command (CFLCC) at PANAMAX 2015 (PMX 15).

Eight CAF personnel drawn from Canadian Army Headquarters, 5th Canadian Division and 4 Health Services Group participated alongside 65 members of 16 partner nations as the primary training audience.

The multi-national Command Post Exercise (CPX), took place at Fort Sam Houston, San Antonio Texas this summer. The CFLCC computer-assisted boardroom exercise was an important part of a much larger set of live and simulated exercises making up PMX 15. PMX is one of the largest multi-national training exercises in the world and this year took place at Mayport, Jacksonville, Fla. where more than 600 military personnel gathered to participate, as well as locations in Texas, Miami, Mississippi and the Caribbean Sea.

The CFLCC challenged the Army officers representing each nation to find ways to work together in this highly complex and multi-cultural environment in order to produce the Land Component plan for defence of the Panama Canal from a fictitious threat.

The Canadian contingent exchanged expertise in Crisis Action Planning group. Spread throughout several rooms at the Military Training Center at Fort Sam Houston exercise focused on interoperability and staff planning functions, including operations, intelligence, logistics, engineering, public affairs, indirect fire and health services support.

For PMX 2015's CFLCC simulation, exercise participants came from the US, Canada and France, and many representatives from Central and South America. Group leads were assigned from different partner nations, exposing exercise participants to a variety of military leadership styles.

"This exercise represents a valuable collective training opportunity for our soldiers in an international setting. It is an excellent way to practice Crisis Action Planning at the operational level," said Lieutenant-Colonel John Woodgate, Canadian Contingent Commander and 5th Canadian Division officer in charge of personnel. "I am very pleased that our soldiers had this opportunity to not only share their knowledge and expertise, but to learn from other participants."

The detailed overarching scenario involving land-based, maritime and cyber threats provided excellent realism as it allowed CFLCC planners to "train as they fight" and initiate communications via e-mail and video teleconference with maritime, air and special operations planners in Miami, Florida. This solidified the importance of ensuring international and multi-language operational level coordination of personnel and resources to the land component staff.

The challenge on exercises such as PMX is compounded with staff originating from 16 countries, speaking four languages and possessing a wide variety of previous experience and training that must be brought together to achieve success. Such is the training value as planners are compelled to adjust their usual approach and take extra time to learn about their counterparts' experiences, strengths and methods.

Participating in this exercise demonstrates Canada's commitment to the Americas, working with international allies to ensure stability and security in this key trading area.

"PANAMAX 15 proved to be a valuable experience for participants and advisors alike, as it fostered co-operation among nations that do not often have the opportunity to train together," said LCol Woodgate. "Group problem solving and a common mission focus resulted in significantly enhanced interoperability and lessons learned both at the individual level, and between participating nations."

THE INNOVATORS

Do you know someone who has had a great idea to improve their workplace?

Tell us about it!

Send an email to internal_communications_internes@forces.gc.ca

They could be featured in an upcoming episode!

The Innovators - Because not every idea starts at the top

RCN EARNS FIRST PRIZE FOR MILITARY FILM

A Royal Canadian Navy project that was key to the transition to Canada's future fleet has won the Golden Sabre award for the best military film production at the Sixth International Historical and Military Film Festival in Warsaw, Poland on September 8.

The prize-winning video features details of HCM/FELEX (Halifax Class Modernization and Frigate Life Extension) project, taking the viewer on site in the shipyard and on board a ship going through the refit program. This project is key to the transition to Canada's future fleet. The project manages both the modernization of the combat systems and a planned mid-life ship refit to ensure the frigates remain effective throughout their service life. This work encompasses modernization of the ships' platform, including ships' systems upgrades, acquisition and installation of new capabilities such as enhanced radar, changes to the platform needed to accommodate the new capabilities, and integration of all aspects of the ships' operations into an upgraded Combat Management System.

"We are thrilled to have won this award after competing for it with so many respected peers from other armed forces," said Charles Brown, RCN film production team manager. "It was a challenging process, but we are especially glad, because it brings such deserved attention to HCM project personnel. They accomplished so much; military and civilian members alike. They are a fantastic team."

The co-producer and director of photography of the winning entry, HALIFAX CLASS MODERNIZATION HCM FELEX, is Jacek Szymanski, a Polish immigrant to Canada. To hone his skill in the art of time-lapse photography he spent the summer in 2011 here in Poland studying with Patryk Kizny in Wroclaw.

"Receiving this prize is a wonderful honour for the Canadian Armed Forces and the Royal Canadian Navy," said Vice-Admiral Mark Norman. "It's a tribute to the professionalism and devotion of our personnel. Bravo Zulu to our film production team who made this happen!"

To view the winning video, go to: http://www.navy-marine.forces.gc.ca/en/multimedia/video-gallery.page ♣

LGen Lech Konopka, the chief juror of the Sixth International Historical and Military Film presents the award to Canadian Ambassador to Poland, Alexandra Bugajliskis.

DEFENCE RENEWAL
– the right effort at the right time

To ensure a common understanding of Defence Renewal (DR), a half-day session was held on September 9, for about 50 staff from most of the Defence Team's key organizations. The aim of the meeting was to inform new staff assigned to DR initiatives and to refresh those with more experience.

Not only were members of the Defence Renewal Team (DRT) present, but also many staff who work on specific DR initiatives and other senior personnel from NDHQ.

Attendees heard from the Defence Renewal lead, Major-General John Milne and the Vice Chief of the Defence Staff, Lieutenant-General Guy Thibault on why Defence Renewal is needed and how we will continue to move forward to achieve our objectives.

MGen Milne reminded the audience that "DR is led by the various initiative leads and not the DRT. Each specific Defence Renewal initiative has an assigned lead who is accountable to the DM and the CDS, not the Defence Renewal Team. The role of the DRT is to support the initiative leads in achieving their goals and to manage the broader program," said MGen Milne.

The VCDS spoke of the changing world that surrounds us and pointed to Operation Reassurance, Op Impact and our recent support to fighting forest fires in Western Canada as examples of why the Defence Team needs to stay on top of its game to ensure that we are ready and capable to meet the tasks assigned to us by the Government of Canada. "We need to use our full team to its full potential and Defence Renewal will ensure we can do that," said the VCDS.

To learn more visit the Defence Renewal intranet site. ♣

LGen Guy Thibault, VCDS explains the importance of Defence Renewal to NDHQ staff.

PHOTO: Aaron Hayckner

TRANSFORMING IT SERVICE DELIVERY
PART OF DEFENCE RENEWAL

Accessing essential IT services is now as easy as online shopping with the Enterprise IT Service Management (EITSM) self-service portal, a new online tool where end users can browse available services and initiate requests, all with a click of the mouse.

The larger overall initiative is a two-part initiative under Defence Renewal called Optimize IT Service Management, which seeks to transform how IT services are managed and delivered in the department. And, the first part of that transformation has been a success – the EITSM system has been implemented to both the Defence Wide Area Network (DWAN) and Classified users across the country, and is now used by all of the organizations across the Defence Team, both civilian and military.

"We had three goals with the delivery of the EITSM system, which consists of the new self-service portal in addition to the traditional service desk," said David Benton, former project manager of the EITSM Implementation. "The first was offering better, more responsive services to the end user; the second was trying to get visibility into IT service delivery; and finally, delivering savings. And we've met those three objectives."

"I think of it as one portal to unite them all," said Warren Skaalrud, a service management officer working out of Esquimalt, B.C. "We now have a single managed IT service portal for all of DND to use. The portal provides a platform for services to be delivered to clients where they can watch the progress of their requests from creation to fulfillment."

Matt Hearn, manager for the Directorate Land Command and Information, agrees, adding: "In terms of providing IT service delivery, it's brought the Army together. By having one toolset configured at the Army level, we're able to achieve much more as a team."

NEW SELF-SERVICE PORTAL

Under the new system, users can submit a request through their service desk or the self-service portal, choosing from a catalogue of 300 IT services. These service offerings range from requests for a BlackBerry device to modifications to web content.

The self-service portal's design mimics an online shopping experience. Users select the services they need and add them to their cart before proceeding to the checkout, at which point the portal generates a ticket number that can be used to track the status of their request.

"The self-service portal means that users aren't as reliant on the service desk, since the portal is available 24/7," said Christine Stanczyk, director project delivery Common Information Systems in ADM (Information Management). "They can still communicate with helpdesk technicians, but those interactions can be limited to what's necessary. The portal handles the rest."

HANDLING USER TRAFFIC

And the portal is certainly handling a lot of user traffic – in many locations, the EITSM portal fields more than 60 per cent of user requests, and this number is expected to grow as personnel grow more familiar with the tool.

"In the past fiscal year, 360,441 tickets were generated through the larger initiative – from both the portal and the service desk. That should give you an indication of how pervasive EITSM has become with our users," stated Ms. Stanczyk.

While the self-service portal presents considerable advantages to users, one of the most tangible benefits is the information it provides about IT services in DND/CAF, information that was previously very difficult – or impossible – to obtain. And this additional information greatly enhances the department's ability to accurately report on the entire IT picture in Defence.

"EITSM has brought much more rigor to the reporting process," explained Ms. Stanczyk. "Now when you open a ticket, there are a set of standardized fields to fill in, so that there's greater consistency in the data that's captured. This way, we can compare apples to apples."

REDUCING MAINTENANCE COSTS

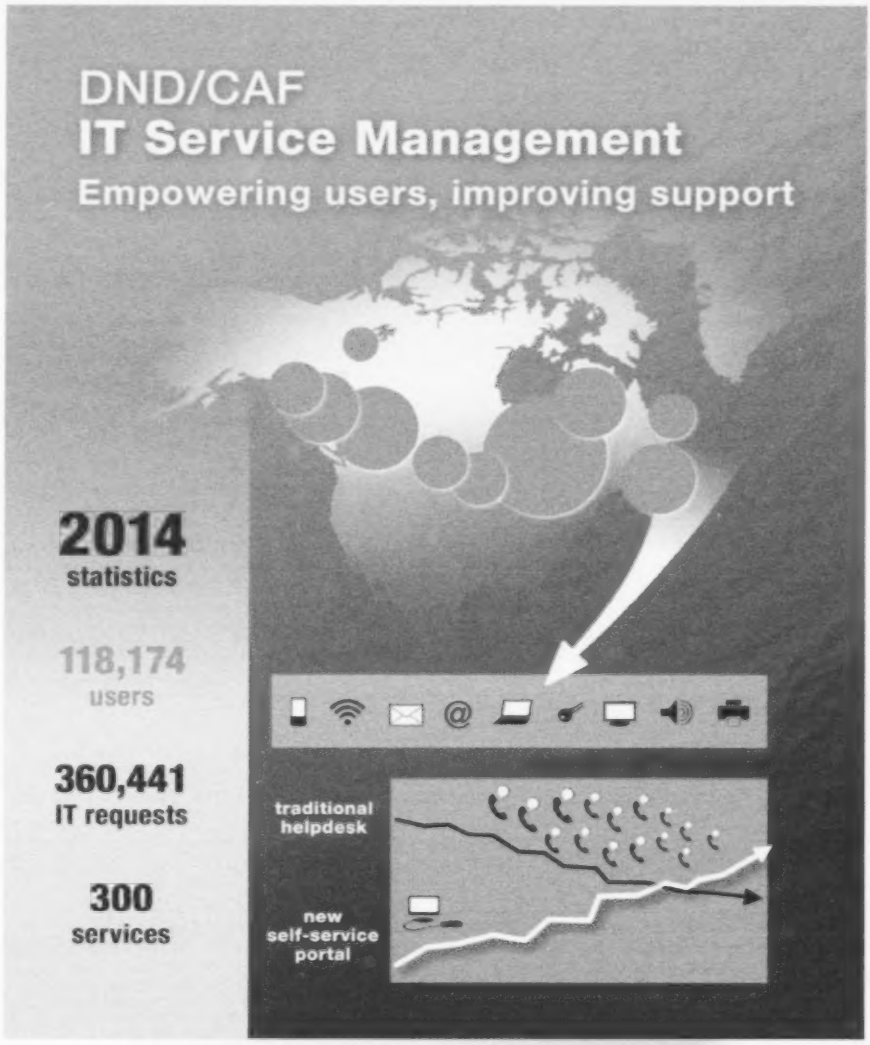
Because EITSM has been implemented across the Defence Team, it has replaced the multitude of tools previously used by each organization. By replacing these tools with a common solution, the department has reduced maintenance costs as the other tools are retired.

"It's a strategic tool, where we can look at the allocation of resources, look at service delivery times for all the incidents and service requests that take place across the country and analyze them," said Ms. Stanczyk. "We now have access to that information – we didn't before. And senior management can draw on that information to make more informed decisions."

"We now have full insight into what's going on in the IT world," added Mr. Benton.

In this sense it embodies the spirit of Defence Renewal, helping the Defence Team work smarter, more efficiently, and make the best use of available resources.

For more information visit: **https://eitsm-gstic.forces.mil.ca/en/webhost/** ◆



THE INNOVATORS

THE INNOVATORS column features members of the Defence Team who have demonstrated front-line innovation and ingenuity. These profiles use real-life stories to illustrate the innovative ideas that these individuals had, those which have been implemented and the potential impact the new ideas may have on the Defence Team.

BREATHING NEW LIFE INTO THE MILITARY RADIO CAPABILITY

Capt Jim Murphy and MWO Gary Bonnell

The good ole' portable radio: this near-instant form of communication – the earliest form of wireless transmission before the term "wireless" was mainstreamed – has served us well since it was invented. With the digital era and the prevalence of other instant and wireless forms of communication, the reliance on the radio might seem to have diminished. However, radio communications remain critical, particularly in military operations.

One only has to conjure up a mental image of a military naval boarding party embarking on a foreign ship, a military police officer requesting back-up, or an infantry soldier conducting a foot patrol to understand the importance of reliable communication. When these operators make contact with their team members, they are not texting or placing a cellular telephone call; they are using a mission-critical radio system.

Because of its unparalleled reliability and security, radio transmission remains the chosen form of communication for civilian and military emergency services. It is also an essential capability for the entire range of military operations, one that can have a significant impact on a unit's ability to respond and coordinate in scenarios where seconds can mean the difference between failure and success, or even life and death.

"Technology has come a long way since radio was invented."

—Capt Jim Murphy

The Safety, Emergency and Administrative Radio Systems (SEARS) team within Assistant Deputy Minister (Information Management) [ADM(IM)] is the unit that ensures CAF bases and non-ground combat units have a robust radio communication capability. The driving force and leader of this team, Captain Jim Murphy, is determined to improve this capability to the benefit of all CAF units. Responsible for the life cycle management of the equipment used by hundreds of units, he leveraged his unique global perspective to build a case for streamlining radio communication capability.

"Because of the wide and disjointed radio user community in the military, the fleet grew in a very fragmented way," explains Capt Murphy. "As a result, we came to a point where some domestic missions were at risk of being impacted due to reliability issues and to a lack of interoperability between the various systems. Maintenance costs were also not being optimized due to the various equipment platforms being supported."

STANDARDIZING THE FLEET

Working from a laboratory in Ottawa, the SEARS team, consisting of Capt Murphy and Master Warrant Officer Gary Bonnell, is helping to solve that problem by putting an innovative spin on a tried and true form of communication. They are using new technology to revamp and improve radio communication systems on CAF bases across the country, while applying a holistic and central approach to standardize and integrate the radio fleet and equipment.

"Technology has come a long way since radio was invented," states Capt Murphy. "Today, we can significantly improve the range and effectiveness of systems by taking advantage of a combination of new digital radio standards, called P25, and IP (Internet Protocol) technology."

The new base radio systems bring concrete and measurable improvements in efficiency, increasing the radio-to-radio transmission range from 5-10 kilometres to 35-60 kilometres, in some cases. CFB Petawawa had a new SEARS system installed. As a result, the area of coverage for handheld radios increased by 550 per cent, the required infrastructure (such as towers and repeaters) was reduced by more than 60 per cent, and the base's footprint on the electromagnetic spectrum was reduced by more than 75 per cent. This means that fewer frequencies are now required, thereby reducing annual frequency licensing costs.

Contrary to other communication systems like cellphones, smart phones, and satellite phones, these annual frequency licensing costs are the only "airtime" costs associated with SEARS. As such, usage of this system on a 24/7 basis translates into substantial savings for users when compared to other communication options.

Warrant Officer Eric Nadeau, the Operations Warrant Officer for the 4th Canadian Division Support Group Signal Squadron, explained how this system upgrade has impacted his ability to provide radio communication support at CFB Petawawa.

"Now that most units use similar radio equipment, we have seen a decrease in time spent on trouble calls and maintenance, and as such are reducing the demand on both equipment and personnel resources."

The new system also brings front-line radio communications directly into base operations centres across the country. It provides the ability to patch different front-line teams together to address changing tactical realities, and to connect talk groups together base-wide or country-wide; whether the dispatcher operates from Trenton, Borden, or another CAF base.

The SEARS team is applying a holistic and central approach to standardize the DND/CAF radio fleet.

"In the past, each organization on the base had its own little radio network, which made it very hard to manage and administer in emergency situations," adds WO Nadeau. "Now this is not an issue anymore. We can interconnect any member or organization of the network within seconds. This way we can maintain a clear line of communications between anyone, at any time, in any situation."

INCREASED INTEROPERABILITY

From a safety and security perspective, one of the most important improvements resulting from a standardized fleet is its increased ability to interoperate with other government departments and agencies. This is an especially important capability on a base like CFB Petawawa where, due to its remote location, its personnel is likely to be called upon to assist local civil agencies in emergency situations.

Interoperability with other agencies and emergency services is a priority for the SEARS Team. The importance of inter-agency interoperability was further reinforced following the attack on Canada's Parliament on October 22, 2014, a scenario from which the SEARS team has learned vicariously.

"We took important lessons from the response to the attack on Parliament," says Capt Murphy. "This communication scenario, where responding police and security forces were using different radio silos without the ability to inter-communicate, is not one we want to see repeated." ◆

CAF MEMBER SHARES HIS JOURNEY INTO AND OUT OF DEPRESSION

Mental Illness Awareness Week—which ran from October 4-10—focussed attention on mental disorders: signs and symptoms, how to get help, stigma, hope and recovery, and the impact of mental illness on lives, families, workplaces and society. Below is a feature on a soldier's struggle into and out of depression.

Corporal Jonathan Znack, a young man on a leadership trajectory, is polished, confident and friendly, but no one knew what demons had haunted him in the past, as he sat quietly in a Mental Fitness and Suicide Awareness course.

The course discussions on mental health stereotypes had participants teetering between "myth or fact" regarding perceptions about suicide. Cpl Znack was engaged and respectful, sharing his opinions and thoughtfully considering the views of his peers. It wasn't until the statement "once a person is suicidal they will never change their mind", when Cpl Znack's hand shot up: "myth!" he said. As the instructor probed further, to understand his answer, he said, "well, I know because I changed my mind."

As someone who had fought a mental health battle and lived to tell the tale, Cpl Znack shares his story of a soldier's "free-fall into the abyss" and his subsequent recovery.

BEGINNING OF A CAREER

Cpl Znack, originally from Chatham, N.B., joined the CAF in 2007 as a supply tech in Borden. After his first trade course, Cpl Znack decided he wanted a career that pushed him further. He remustered into the Parachute Rigger Specialization and was posted to Trenton from 2008 until 2011. Cpl Znack was living his version of the military dream in a fast-paced and exhilarating job, with his small team of riggers, who became like brothers.

In 2011, Cpl Znack wanted to try something new and volunteered to be posted to Edmonton, excited to learn a new aspect of the work that he loved. Half of the team of two responsible for providing, inspecting and packing parachutes for 3 PPCLI jumpers, he enjoyed the challenge.

As someone who had fought a mental health battle, and lived to tell the tale, Cpl Znack shares his story of a soldier's "free-fall into the abyss" and his subsequent recovery.

Two years later, Cpl Znack noticed his endless energy was diminishing and he struggled to get through the work day. Having to regularly encourage himself to "push just a bit more" and needing an extra little kick to get through simple tasks, he was exhausted and frustrated.

One day, Cpl Znack came across a pocket-sized summary of the Mental Health Continuum (MHC) – a tool that the CAF developed in collaboration with the US Marines Corps, which enables soldiers and health workers to recognize when issues are arising prior to them becoming full-on mental health crises. Reviewing the MHC, he noticed that his difficulty concentrating, exhaustion, feelings of worthlessness and anger were signs of decreased mental health. Quickly denying the idea he could be mentally unfit, Cpl Znack believed he was simply pushing his limits and shoved the pamphlet in his desk.

APPEARANCE OF THE SYMPTOMS

As his mental health began to falter, so did his work situation. His supervisor was posted, which left him with additional work responsibilities. In addition to his overwhelming fatigue, Cpl Znack was forgetful and making small mistakes.

"The parachuting world is not a place where one wants to make mistakes," said Cpl Znack. His symptoms worsened leaving him feeling completely worthless. "I thought, I can't even make one good decision."

Cpl Znack wasn't sleeping well, had no appetite, and the previously social and outgoing soldier began avoiding his peers. His new superior recognized that the young corporal was having trouble and challenged him on his claims that he was "fine". Despite Cpl Znack's denials, his supervisor pushed harder. At that moment, sitting at his superior's desk, he finally broke down.

REACHING OUT FOR HELP

Thankfully, Cpl Znack had a medical appointment scheduled for that day and his physician immediately referred him to the mental health section of the Garrison Health Services Clinic. In his early interactions with the Mental Health team, it was still unclear just how difficult a time he was having. Although he still didn't feel like himself, the safety net of mental health appointments helped him feel like he wasn't sinking deeper.

Shortly after treatment, Cpl Znack had the opportunity to take on more responsibility and was left in charge of the section. After two months filled with health appointments, he continued to battle with thoughts of worthlessness; mostly when he was at home alone. Cpl Znack, a valuable and physically fit soldier, truly believed he was damaged.

One evening after receiving a message from his supervisor, asking for a list of his successes and accomplishments for his Personnel Evaluation Report, Cpl Znack was consumed by negative thoughts and panic. It felt impossible to come up with anything positive about himself or his work.

These thoughts pushed him over the edge, he had been teetering on for months. Sitting home alone he felt like he was "spiralling to hell" in his own mind. The thoughts were a deafening maelstrom of horrific ghosts, in his head. Cpl Znack spiralled further and further down for six hours, feeling so alone and desperate. It was at that moment he decided he wanted to take his own life. Alone in his bedroom, he reached for a razor blade.

Cpl Znack attributes his survival instinct for what happened next – as a small voice whispered "reach out". It was past midnight when he grabbed his phone and tried calling a friend, but got no answer. Next he called his platoon supervisor, who thankfully called 9-1-1.

ROAD TO RECOVERY

What happened next is fuzzy, but Cpl Znack recalls spending several days in the hospital. Diagnosed with depression, he moved between the civilian and military mental health system and remembers feeling overwhelmed by the process, but was driven to get better. Accepting all the resources available to him, Cpl Znack was supported by the civilian system until 2014, he was assigned a social worker and psychiatrist.

"My psychiatrist and I are reducing my sleeping pills and in six months I should be off of them and there will be nothing preventing me from coming back to a deployable soldier," said Cpl Znack.

While in the depths of his depressive episode, Cpl Znack had concerns that his chain of command were acting in insidious ways towards him. Yet in hindsight, he realizes how truly patient they were. Getting healthy was a slow process.

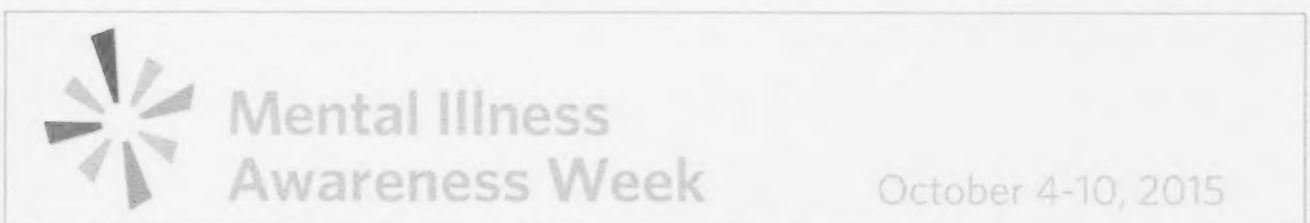
CAREER PROGRESSION TAKING SHAPE

Though his recovery and decision to remuster may have slowed his progression a bit, Cpl Znack is now in a position to be promoted and after parental leave will await being course loaded.

After a year of treatment, Cpl Znack's depression was gone. He explained that the fixing part is done, but he is continuing to learn new coping skills and fine tuning the ones that he knows. Getting back on track required work, dedication and energy. "But as anybody knows," Cpl Znack explains, "anything of value comes with a price."

Cpl Znack has shared his experience with depression as a way to encourage others to seek help. For more information and resources, visit **intranet.mil.ca/en/res/health-services/mental-health/index.page**. ◆

Cpl Znack has shared his experience with depression as a way to encourage others to seek help.



DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

Ethically, What Would You Do? Slippery Slope?

Below are a few of the readers' comments on the *Ethically, What Would you do? Slippery Slope?* fictional scenario from a past issue.

Issues in the June scenario were numerous and readers defended various positions on both sides of the fence, as usual. It is best to address the several issues individually, before pulling them all together.

SOURCE OF INVITATION IMPORTANT

First, is the issue of being invited to speak at a conference. The source of the invitation is extremely important. It was a Defence industry association of more than 350 different defence and security companies. This is not the same as an invitation to an event by a single company or a group of companies working together on a common project (i.e., gala, internal conference, symposium, retreat, workshop, etc.).

Sections 6.1 and 6.2 in DAOD 7021-3 make it clear that two conditions apply to be able to accept an invitation. A DND employee or CAF member can accept such an invitation but, in accordance with DAOD 7021-3, there needs to be prior written approval from the Level 2 authority outside the NCR (e.g. a Director General in Edmonton) or from the Level 1 authority if she works in this case ADMs/Materiel). This can be done through a memo or a simple e-mail; all that is required is written proof of authorization.

Since it is the industry association that proffers the invitation, there cannot be a conflict of interest or an adverse public perception in attending. In this instance, many different companies have contributed to the pool of money used to invite speakers. If it was from a single company or a consortium of companies, then it would create either an appearance of conflict of interest or, at a minimum, an adverse public perception – if only from the competitors of these companies.

Accepting such an invitation can very well include registration fees, conference fees, travel and accommodations, as well as participation in a gala event. Again, since the source of the money is an industry association, there cannot be a conflict of interest. After all, it is the industry that is interested in her knowledge. Therefore, it is acceptable that the industry would pay for her to attend the event. It is not always more appropriate for the taxpayer to subsidize activities that primarily benefit an industry association.

That being said, employees should avoid accepting additional personal advantages from industry where it is feasible. Brenda chose well in this case, by going to her family chalet. Had the opportunity to forgo additional benefits not been at hand, Brenda would have been justified to accept the travel costs, accommodations and gala tickets, as long as authorized by the appropriate authority in writing prior to accepting.

AVOID CONFLICTS OF INTEREST

The second issue is the gala itself and the seating arrangements. There is no doubt that, when possible, avoidance is an excellent strategy to prevent any appearances of conflict of interest (as some readers assured us!). However, real life is such that some events do have intrinsic value as tremendous networking opportunities. Where the opportunity to network is part of the event, there is nothing wrong in attending. As one reader said, "Networking is something that Brenda should look forward to".

More difficult are the seating arrangements. The fact that she sat next to the executive vice-president of a company that hired her former boss, a company with which there are bidding processes underway, presents a situation that created an appearance of conflict of interest. It would be required that Brenda request another seating arrangement, if at all possible.

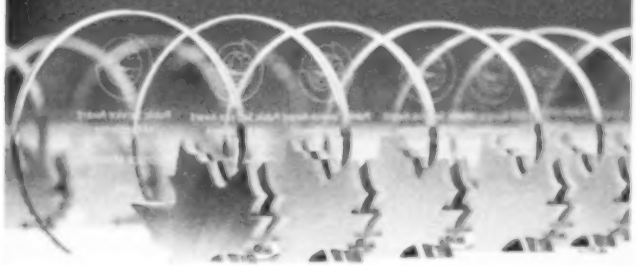
Of course, the counter-argument, which was made by some, is that whether at the same table or in the same room for a gala, these people were in the same vicinity. As a result, the opportunity to speak to one another would remain.

There is plenty of difference between sitting beside someone all dinner long and casually talking to one person among many others as everyone mingles in a room. It would be much harder to argue the appearance of collusion from the latter than from the former. If it was too late to alter the seating arrangements when it was discovered, then it would be important for Brenda to be very cautious of her conversations.

In the end, it remains a matter of applying the rules and principles, while exercising judicious common sense.

Thank you to all who responded to this dilemma. Suggestions for future scenarios are always welcome at: +Ethics-Ethique@ADM(RS) DFPat Ottawa Hull.

CONGRATULATIONS TO DND'S RECIPIENTS OF PS AWARD OF EXCELLENCE



During National Public Service Week in June, recipients of the Public Service Award of Excellence 2015 were announced and the awards were presented on September 16.

Defence Team recipients were in categories such as Employee Innovation; Excellence in Citizen-Focused Service Delivery; Youth; Exemplary Contribution Under Extraordinary Circumstances; Employment Equity and Diversity; Large-Scale Special Project or Event and 60 Years Service Special Award.

The recognition of the important work we do as public servants, especially of employees who have risen above expectations, is an important part of maintaining our innovative, productive and engaged workforce.

This year's wide range of winners joined others from previous years who have exceeded expectations with their ideas and actions, resulting in improved services within their organizations and to Canadians.

The names of the recipients for 2015 can be found at **www.tbs-sct.gc.ca/arp/gl-ld-eng.asp**.

These recipients demonstrated their commitment to the values and ethics of the public sector and are ambassadors of a public service that takes pride in serving Canadians in communities across Canada and in locations around the world.

The 2015 recipients for National Defence are: Employee Innovation: Maj Bill C Chambré, MWO Owen C rabbe, LCol R. Knapik, Maj Donald N. Parker, LCol Luc St-Denis, Lcs Thomlinson, Maj Stephen R. Wright; Excellence In Citizen-Focused Service Delivery: Jeffrey de Fourestier; Employment Equity And Diversity: Kathryn L. Horrelt; Youth: Lesley Ann Facto; Exemplary Contribution Under Extraordinary Circumstances: LCol Gary O'Neil; Large-Scale Special Event or Project: CWO Anthony James Slack; 60 Years Service Special Award: George A. Stewart.

To find out more about the Public Service Award of Excellence, please go to **www.tbs-sct.gc.ca/arp/gl-ld-eng.asp.** ◆

NEW PROGRAM FOR ASPIRING DIRECTORS

The Canada School of Public Service (CSPS) just launched the new Aspiring Directors Program. Designed for aspiring civilian directors in the Public Service, the program enables them to acquire the essential knowledge, skills and competencies needed to equip them for their management and leadership duties in the Public Service and will further their career development.

The program is comprised of three phases, blending two sessions of classroom instruction (total of six days spread over about six to eight months) with multi-dimensional learning (online, on-the-job, with peers, etc.). The cohorts will be available in various regions.

The program registration process is based on the seat allocation process and DND has been allocated 40 seats this year. All selected participants must meet the following requirements:

- EX-minus 1 level (or its equivalent);
- Potential to attain a Director's position within the following two years;
- Talent management plan in place (rating four or five);
- Substantial experience in people management and financial management (human resources experience highly recommended); and
- Available during the entire duration of the program.

At DND, the candidate course loading will be completed through the identification of candidates by their L1 organizations through the new performance management/talent management process.

Comments or questions are to be transmitted to your respective regional Civilian Human Resources Service Centre.

CIVILIAN RESOURCES TO PREVENT AND RESOLVE INAPPROPRIATE SEXUAL BEHAVIOURS IN THE WORKPLACE

By now you will have seen information about the independent external review on sexual misconduct in the CAF (Deschamps report). On September 15, the creation of a Sexual Misconduct Response Centre (SMRC) was announced. This centre, solely dedicated to CAF members, will support and provide information to those who have been affected by inappropriate sexual behavior.

Military or civilian, everyone should be able to work in a safe and healthy environment. Every member of the Defence Team is entitled to be treated fairly, respectfully and with dignity, and it is equally important that as a civilian, you are aware you are an integral part of that team.

Although a lot of attention has been placed on the CAF in regards to sexual harassment in the workplace, we want to ensure that as a civilian employee, you are aware of what is available to you in the event you are confronted with a harassment situation. If you are confronted with a situation of harassment, our goal is to ensure that you are aware of the actions you can take.

WHAT CAN EMPLOYEES DO IF THEY ARE VICTIMS OF SEXUAL HARASSMENT?

Regardless of the stress that comes with dealing with your own or someone else's harassment, it is expected that such problems are reported as soon as they occur in order to avoid any further trouble. In case of emergency, always dial 9-1-1. In non-emergency situations, a full range of resources are available to you. No one should be left alone in this kind of situation, so get informed, take action!

Employees are expected to report harassment to their responsible officer (RO), who is the authority to ensure that harassment complaints are dealt with. If you do not know who your RO is, you can contact:

- Your unit harassment advisor
- Your human resources officer/labour relations officer
- Your union representative, if you are represented

RO: a designated senior manager responsible to ensure that harassment complaints are dealt with appropriately and expeditiously.

SUPPORT FOR AN EMPLOYEE

If you have suffered trauma after being sexually harassed, they can contact the Employee Assistance Program. (**hrciv-rhciv.mil.ca/en/e-employee-assistance-program.page**)

The EAP is a confidential, voluntary and short-term solution service provided through DND Peer Referral Agents (RAs) and Mental Health Professionals through the Employee Assistance Services at Health Canada (EAS-HC). For more information on the program, visit the EAP Portal at **hrciv-rhciv.mil.ca**. For immediate 24/7 assistance contact EAS-HC at 1-800-268-7708 or 1-800-567-5803 (for the hearing impaired).

You can also seek medical care from civilian medical practitioners:

- Family doctor
- Social worker
- Psychologist
- Psychiatrist

WHAT TO DO IF YOU ARE AN EMPLOYEE WHO WITNESSES SEXUAL HARASSMENT?

- Employees who witness a sexual harassment incident are expected to report it right away.
- If you are a manager or a supervisor, you have an obligation to take action as soon as you become aware of any potential incident of harassment. You can do so by ensuring that any harassment situation ceases, and report it to the appropriate RO so that preventive action can be taken to avoid future occurrences.

SOURCES OF INFORMATION

- For general information on DND/CAF Harassment Prevention and Resolution Policy, employees can contact the following sources of information:
- Harassment advisor
- Human resources officer/labour relations officer
- Workplace relations advisor
- Union representative

OTHER RESOURCES FOR EMPLOYEES

ADM(HR-Civ) employee portal (**hrciv-rhciv.mil.ca/en/e-labour-complaints-harassment.page**) which includes:

- DAOD 5012 and its associated Guidelines
- DM/CDS Letter
- DND/CAF Harassment Handbook

BRAVO ZULU

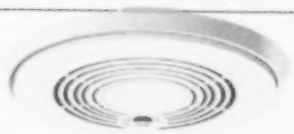
Have a colleague that you want to recognize for a job well-done and want the rest of the Defence Team to know about it? A new space has been created on Defence Connex to thank members of the Defence Team for their hard work and contributions to fulfilling the Defence mission.

Within the Defence Connex group, a recognition board named Bravo Zulu has been created. Upon signing in and joining the Defence Connex group, members can upload a photo of the member they are recognizing and also write a caption as to why they are receiving a Bravo Zulu.

Each new episode of Defence Team News will feature a Bravo Zulu profile, highlighting the contributions of our military and civilian colleagues.

Some profiles have already been uploaded, so visit Defence Connex now to read about the achievements of your colleagues and while you're there, consider posting your own.

For Defence Connex joining instructions, visit **http://intranet.mil.ca/** and click on Defence Connex.



EVERY BEDROOM NEEDS A WORKING SMOKE ALARM

Fire Prevention Week is over for another year, but this is no reason not to be fire safe or neglect your smoke detectors.

A nuisance alarm is when a smoke alarm accidently activates, generally due to cooking activities or steam from the shower. Unfortunately, people often respond to nuisance alarms by removing the battery from the alarm or shutting off the circuit breaker. This is a very bad idea! Not only is it against the law in some provinces, it will leave your home and your family at serious risk if a fire occurs.

The most common cause of nuisance alarms is cooking. Therefore, the first step is to minimize the problem at the source by keeping ovens and burners clean and turning down the timer setting on toasters. Using the range hood fan when cooking will also help to eliminate combustion particles from the air. If this fails to produce the desired results, there are other solutions to consider.

Install smoke alarms with a pause feature. For anyone experiencing nuisance alarms, a smoke alarm with a "pause" or "hush" feature is a must. These alarms have a button which, when pressed, silences the unit for several minutes. The alarm will then re-set itself automatically. It is highly recommended that any new smoke alarms purchased include this feature.

Moving the smoke alarm to a different location will sometimes be the solution to frequent nuisance alarms. If at all possible, avoid installing a smoke alarm in the cooking area. Moving an alarm from the kitchen to the hallway could solve the problem. Another option is to move the alarm from the ceiling to the wall. The alarm should be installed no less than 10 cm and no more than 30 cm from the ceiling and should be located away from corners.

TIP: It is generally recommended that any smoke alarms installed near the kitchen, bathroom or wood stoves be of the photoelectric-type as the ionization-type alarms normally cause more false readings when located in these locations.

For information, please contact Luc Pagé, Canadian Forces Fire Marshal's Office, at 613-995-2058.

ASK THE EXPERT:

What is core strength?

Q: I did this year's CAF Health and Wellness Challenge and found it quite motivating. It has made me very conscious of how my health depends on me making good daily choices. One of the activities you could earn points for was doing core strengthening exercises, so I started and continue to do sit-ups every day. I don't have a six-pack yet, but I am wondering if there are other things I can do to improve my core strength?

– Sgt Keen

A: Dear Sgt Keen:

Glad to hear you found the Health and Wellness Challenge motivating. Staying healthy does depend on making good choices every day of your life. Doing regular core strengthening exercises is one of those wise choices, but unfortunately many people don't understand what core strength truly means. People typically associate it with doing lots of sit-ups and developing a six-pack. While abdominal muscle strength is a good thing, it is only a small part of having a strong "core".

Here is some good information. Your core consists of a large group of muscles that work together to stabilize your pelvis, spine and trunk. These muscles are essential for things such as walking upright, controlling your movements, shifting your body weight and moving in any direction. These muscles include the abdominals, gluteus muscles, hip flexors and adductors, diaphragm, muscles of the pelvic floor and the spinal erector muscles. Since these muscles work as a team, their strength must be balanced to allow you to move effectively and with a minimal risk of injury. Over developing one group such as your abdominal muscles will put you at increased risk of injury.

So to address your question, there are numerous exercises you can do to increase your core strength and many of them can be done anywhere because they don't require equipment. Things such as planks, pilates, crunches, bridges, side planks, superman pose, push-ups, squats and yoga make use of your own body weight for resistance. Core strengthening exercises that require some equipment include ball exercises, dead lifts, overhead presses and bench presses.

The bottom line: working on strengthening your core is a smart investment of your time that will reduce your back pain, improve your athletic performance, correct or improve postural imbalances and reduce your risk of injury. All of this and the possibility of a six-pack – who could ask for anything more? Exercise truly is medicine!

– Dr. Darrell Menard MD Dip Sport Med

Health Promotion in the Canadian Forces
STRENGTHENING THE FORCES
Promotion de la santé dans les Forces canadiennes

Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications Internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.

KEEPING THE DEFENCE TEAM HEALTHY

CANADA ARMY RUN TOUCHES HEARTS

There were 25,000 runners, walkers and wheelchair rollers who participated in the run. A thousand volunteers supported the race by manning the information booth, and offering water and food to participants, while tens of thousands of spectators thronged the streets of Ottawa and Gatineau to cheer.

For the entire September 18-20 weekend, Canada Army Run saw a vortex of emotions as diverse as the people who were expressing them: from joy to despair, triumph to redemption, and pain to athletic excellence. The event is like no other and is military in flavour from start-to-finish, from the cannon used as a "starter's pistol" to the "dog-tag" medals all participants receive when they cross the finish line.

Richard Goyette confessed to a little walking at the end of his half marathon. Once a full marathon runner, Mr. Goyette ran his first half marathon at Canada Army Run last year.

"I just like the enthusiasm of this race. I like supporting the military. It's really something to meet them and shake their hands!"

With the completion of the 8th edition of Canada Army Run, a total of $1.6 million has been raised for Soldier On and the Military Families Fund. These organizations support ill and injured soldiers through the restorative power of sport, as well as military families that find they are facing sudden and unexpected needs as a result of conditions of service.

Canadian Army Sergeant (Ret) Steve Daniel, one of the first recipients of Soldier On funding, inspired participants before the race, as he shared his story at the traditional pre-race pasta dinner. Dr. Daniel was introduced to sit-skiing on Mount Washington, B.C., thanks to Soldier On a year after he was paralyzed from the waist down during a free-fall parachuting accident in 2005.

"At the end of the week of skiing on a black diamond run, I thought, 'If I can do this, what else can I do?'" said Dr. Daniel. "Soldier On has allowed me and many others to discover that there is life after traumatic injury."

It's that same determination to live life fully that saw Warrant Officer (Ret) Frank Larabie and his group, the Walky Talkys, raise $3,000 for Soldier On at this year's run. The Member of the Order of Military Merit from Perth, Ont. suffers from chronic pain and nerve damage after multiple work-related injuries and subsequent surgeries. He and his group have raised a total of $17,500 for Soldier On during the last six years. ♣

The Canada Army Run half marathon started with a bang when the C3 105-MM Howitzer went off.

LOOKING FOR AN EDGE?

EAT MORE FRUITS AND VEGETABLES

You need to eat more fruit and vegetables to absorb optimal amounts of nutrients to fuel and recover from your active lifestyle.

Strengthening the Forces – The CAF's Health Promotion Program, recommends eating a minimum of four servings of vegetables and three servings of fruit per day.

Visit the following link **cmp-cpm.mil.ca/en/health/caf-members/nutritional-wellness.page** and follow these instructions to become an active participant of the Vegetable and Fruit Awareness Campaign:

- Read the featured articles on the site
- Try the recipes
- Watch the videos
- Track your fruit and vegetable consumption for two weeks using the downloadable form. This will serve as a learning and motivational tool.
- Contact your local health promotion office to find out what activities are planned on your base/wing and participate in as many as you can!

Congratulations, you are on your way to improving your health and well-being, as well as your physical and mental performance! ♣

CANADIANS REMEMBER "THE FEW" WHO FOUGHT THE BATTLE OF BRITAIN

The huge crowd of military personnel, veterans and spectators, assembled on the lawn in front of the Peace Tower on Parliament Hill in Ottawa, fell silent in remembrance. For two minutes the only sound was the whisper of the breeze and the distant sounds of the city on a Sunday afternoon.

RCAF veterans stand during the 75th anniversary Battle of Britain ceremony in Ottawa.

PHOTO: MCpl Denis Morel

GATHERING ON THE HILL

They were gathered for the national ceremony observing the 75th anniversary of the Battle of Britain, the first Allied military victory of the Second World War and the first in the history of the world to be won by air power.

"It's an honour to commemorate the 75th anniversary of the Battle of Britain and to do so in front of our Parliament – the seat of our Canadian democracy for which so many fought and died in the Second World War," said Governor General and Commander in Chief David Johnston.

Loreena McKinnett, a renowned Celtic singer-songwriter and honorary colonel of the RCAF, sang a spell-binding rendition of "O Canada". Squadron Leader (Ret) Lloyd Hunt, a Second World War veteran, read the Air Force's poem "High Flight", followed by reading of "The Airman's Prayer", by Cadet Sergeant Riley Carson, and the blessing of the parade and audience by the RCAF senior chaplain, Lieutenant-Colonel Barbara Putnam.

The *Act of Remembrance* came next, followed by the *Commitment to Remember*. "They shall grow not old as we that are left grow old," recited S/L Hunt. "Age shall not weary them nor the years condemn. At the going down of the sun and in the morning, we will remember them."

"The Battle of Britain was the first allied military victory of the war, and it was won by air power," said Lieutenant-General Michael Hood, commander of the Royal Canadian Air Force. "During that battle, Canadians worked as part of a coalition air operation and were agile and integrated, employing reach and power to achieve victory. These principles continue to guide the Air Force of today."

> *"During that battle, Canadians worked as part of a coalition air operation and were agile and integrated, employing reach and power to achieve victory. These principles continue to guide the Air Force of today."*
>
> – LGen Michael Hood, Commander Royal Canadian Air Force

PHOTO: Catherine Urquhart

The Royal Canadian Air Force Pipes and Drums marched down Wellington Street in Ottawa towards Parliament Hill as the national Battle of Britain 75th anniversary ceremony began.

THE FLYPAST

The Governor General returned to the dais as the ceremony neared its end to receive and return the salute as the parade, including the veterans' contingent, marched past. As they marched, the second fly past roared overhead. First came a CH-147F Chinook, accompanied by two CH-146 Griffons. They were followed by a CC-177 Globemaster III and then a CC-150 Polaris, flanked by two CF-188 Hornets. Last came the nine CT-114 Tutors of the Canadian Forces Snowbirds, flying the "missing man" formation. ◆

This Date in Military History: OCTOBER 14

October 14, 1914: The First Contingent of the Canadian Expeditionary Force arrives at Plymouth, England.

October 14, 1918: At Ledeghem, Belgium, Private Thomas Ricketts of The Royal Newfoundland Regiment accurately fired his machine-gun to force many enemy soldiers to abandon the heavy weapons in their positions and seek the protection of a nearby farm. For his actions, Pte Ricketts earned the Victoria Cross.

October 14, 1944: Within a period of 16 hours, No.6 (RCAF) Group, Bomber Command, flies a total of 501 Lancaster and Halifax bombers against targets in Duisburg, Germany.

October 14, 1944: HMCS *Magog* (frigate) is torpedoed and badly damaged by U-Boat 1223 in the St. Lawrence River off Pointe des Montes.

Check out the Directorate of History and Heritage's site at: *http://www.cmp-cpm.forces.gc.ca/dhh-dhp/his/her-pat/sdcmh-dshmc-eng.asp* for more history facts.

CYBER SECURITY TIPS FOR THE DEFENCE TEAM

PROTECTING THE DND/CAF NETWORK

From spyware and malware to botnets and viruses, the cyber threats are numerous, and they are real. As Defence Team members, we must remind ourselves that the information we handle is the same as the information that could be targeted by hackers or spies.

Protecting our information technology (IT) assets and networks is critical to safeguard Defence information holdings and, ultimately, our ability to defend Canadians.

As a member of the Defence Team, you have a role to play by adopting these practices:

PROTÉGER LE RÉSEAU DU MDN ET DES FAC

Des logiciels espions et malveillants aux réseaux de zombies et virus, les cybermenaces sont nombreuses et réelles. En tant que membres de l'Équipe de la Défense, nous devons ne pas oublier que les renseignements que nous traitons pourraient être ciblés par des pirates informatiques ou des espions.

La protection de nos biens de technologie de l'information (TI) est primordiale à la protection des fonds de renseignements de la Défense et, en fin de compte, notre capacité de défendre les Canadiens.

En tant que membre de l'Équipe de la Défense, vous avez un rôle à jouer en adoptant les pratiques suivantes :

- DO respect the wireless-free policies within your workspace;
  RESPECTEZ les politiques relatives aux appareils sans fil dans votre espace de travail;
- DO use encryption software when transmitting protected data electronically and secure networks for secret information;
  UTILISEZ un logiciel de chiffrement lorsque vous transmettez des données protégées par voie électronique ou un réseau protégé lorsque vous transmettez de l'information secrète;
- DO change your passwords regularly and choose a different one for every system;
  CHANGEZ régulièrement vos mots de passe et utilisez un mot de passe différent pour chaque système;
- DO lock your computer when stepping away from your workstation;
  VERROUILLEZ votre ordinateur lorsque vous vous éloignez de votre poste de travail;
- DO report any odd computer behaviour; and
  SIGNALEZ tout fonctionnement inhabituel d'un ordinateur; et
- DO ensure your computer or laptop has the latest software by accepting updates as soon as possible and rebooting your system.
  ASSUREZ-vous que les logiciels de votre ordinateur de bureau ou ordinateur portatif sont à niveau en installant les mises à jour aussitôt que possible et en redémarrant votre système.

AVOID DOING THE FOLLOWING:
ÉVITEZ CE QUI SUIT :

- DON'T send sensitive information to your personal home computer;
  N'ENVOYEZ PAS de renseignements de nature délicate à votre ordinateur personnel à la maison;
- DON'T leave DND/CAF IT assets unattended;
  NE LAISSEZ PAS les biens de TI du MDN et des FAC sans surveillance;
- DON'T use commercial USB flash drives on your desktop computer or laptop;
  N'UTILISEZ PAS de clés USB commerciales sur votre ordinateur de bureau ou ordinateur portatif;
- DON'T use your desktop computer to charge electronic devices;
  N'UTILISEZ PAS votre ordinateur de bureau pour charger des dispositifs électroniques;
- DON'T write your passwords on a piece of paper in your workspace; and
  N'ECRIVEZ PAS vos mots de passe sur un papier dans votre espace de travail; et
- DON'T bring DND/CAF IT assets to international locations without obtaining approval to do so.
  N'APPORTEZ PAS de biens de TI du MDN/des FAC à l'étranger sans en avoir reçu l'approbation.

For more information, click on the "Security Awareness" banner at img-ggi.mil.ca.
Pour de plus amples renseignements, cliquez sur la bannière « La sécurité et la TI » à l'adresse img-ggi.mil.ca.

CONSEILS DE CYBERSÉCURITÉ POUR L'ÉQUIPE DE LA DÉFENSE

PROTÉGER VOTRE SÉCURITÉ PERSONNELLE SUR LES MÉDIAS SOCIAUX

SAVEZ-VOUS À QUEL POINT VOUS ÊTES VULNÉRABLE SUR INTERNET?

Les médias sociaux sont une plateforme de réseautage commode pour communiquer de l'information et des images à vos amis et aux membres de votre famille, mais en tant que membre de l'Équipe de la Défense, est-ce que vous divulguez trop de renseignements?

Les renseignements personnels ou professionnels banals en apparence pourraient donner aux analystes étrangers exactement ce dont ils ont besoin pour lancer des attaques d'ingénierie sociale contre le personnel de la Défense.

Tenez compte des risques en matière de sécurité pour vous, votre famille, vos collègues et la mission du MDN et des FAC. Suivez les conseils ci-dessous pour assurer votre sécurité :

PROTECTING YOUR PERSONAL SECURITY ON SOCIAL MEDIA

DO YOU KNOW HOW EXPOSED YOU ARE ON THE INTERNET?

Social media is a convenient networking platform to share news and imagery with friends and family, but as a member of the Defence Team, are you sharing too much?

Seemingly trivial personal or professional information could provide foreign analysts just what they need to conduct social engineering attacks on Defence personnel.

Consider the security risks to yourself, your family, your colleagues, and the DND/CAF mission. Use the following tips to protect your safety:

UTILISEZ vos paramètres de confidentialité pour contrôler qui peut consulter vos renseignements sur les médias sociaux;
DO use your privacy settings to control who can access your information on social media;

UTILISEZ la protection en matière de sécurité secondaire de vos comptes;
DO use the secondary Security Protection on your accounts;

ASSUREZ-vous que les renseignements que vous communiquez relèvent déjà du domaine public;
DO ensure any information you share is already in the public domain;

SIGNALEZ à votre chaîne de commandement toute tentative d'obtention de renseignements relatifs à vos fonctions, à votre travail ou à votre statut militaire; et
DO report any attempt to coerce information on your duties, work, or military status to your chain of command; and

RESPECTEZ la série 14000 des Directives du COIC pour les opérations internationales (DCOI) lors du déploiement d'opérations des FAC ou de l'appui à celles-ci.
DO follow the CJOC Direction on International Operations (CDIO) 14000 Series when deploying on, or in support to, CAF operations.

ÉVITEZ CE QUI SUIT :
AVOID DOING THE FOLLOWING:

Permettre aux applications et aux jeux d'accéder à vos renseignements personnels et à vos listes de contacts;
Allowing applications and games to access your personal information and contact lists;

Communiquer le lieu de votre travail ou de votre maison;
Sharing the location of you work or residence;

Communiquer à grande échelle votre date et année de naissance;
Widely sharing your birth date and year;

Identifier vos enfants dans des photos et indiquer leur nom et date de naissance; et
Tagging pictures of your children with their names and birthdates; and

Permettre aux applications d'accéder à votre emplacement physique par GPS (géolocalisation).
Allowing applications to access your physical location by GPS (geo-tagging).